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ABSTRACT

This report, including statistical data, on the Parole and Pre-Release Employment Project which has been sponsored by the California Employment Development Department and funded through LEAA, covers the history, need, and purpose of the Program in context with the special employment problems of the offender in the San Francisco Bay Area. The report also gives a background of budget, fiscal management, professional staff standards, duties, policies, and procedures. While not intended basically as a primer in how to set-up and operate a similar program, the "how-to-do-it" aspects may be of assistance to those organizations who wish to draw upon the proven experiences of a successful project. Sections on Pre-Release Services, the role of specialists in working with drug abusers, veterans, handicapped, and hard core cases, the use and selection of volunteers, working relationships with other community organizations are also covered. Space is also devoted to the nature of job development, methods to achieve success, as well as the encouragement of business and labor to adopt practices which will provide equal opportunity to ex-offenders. An extensive appendix lists not only program statistical data, but also sample position statements, organization chart, and lists of well known businesses who have hired ex-offenders. (Author)

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WHAT IS PREP-EDD?

A report on the Parole and Pre-Release Employment Project, an LEAA funded program of the California Employment Development Department.

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July 19, 1977

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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FORWARD

All of us who have been involved in the PREP-EDD program hope that the attached material will prove of some interest to you. While it has not been possible to cover every area of our operations in depth nor to respond to every need requested, it is hoped you will find something of value in it when applied to your own programs: present or anticipated.

My thanks go to Anna Flechero and Carol Hacker, PREP-EDD Job Developers, and Gary Wong, Vocational Services Counselor, for their input into the preparation of this report - and to you, for taking the time to read it.

Patricia J. Atkinson
PREP-EDD Project Coordinator

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WHAT IS PREP-EDD?

PREP-EDD (Parole and Pre-Release Employment Project) has been an LEAA funded, State employment service (E.D.D.) operated program designed to provide employment related services to all job-ready ex-offenders who plan to reside or work in the San Francisco area. (See program statement)

The program grew from a one-person-plus-volunteer operation in 1971, to become sponsored by the San Francisco Sheriff's Department and regionally funded through small LEAA grants in 1974-1976, and ultimately to be supported by an 18 month, State discretionary grant of $84,500.00 which paid for 4.5 slots of personnel, plus sponsor's administrative costs, travel, and petty cash fund expenses. The program unfortunately, ended on June 30, 1977, when the contract was not extended and the sponsoring agency, California Employment Department started a new program of its own.

PREP's six year existence originally came about because of the area's large ex-offender population as well as limited resources in the community in which to aid their re-entry into society.

While data is not currently available to make reliable estimates of the number of ex-offenders in San Francisco, The California Department of Justice, Bureau of Criminal statistics, indicates that in 1974 (the latest year for which figures are available) there were 13,124 individuals in county jail or on active probation or parole caseloads. These figures do not take into consideration any of those ex-offenders who were discharged at the expiration of sentence without supervision conditions, the approximate 1,000 State parolees (871 as of 6-30-76), Federal probationers - parolees, Youth Authority parolees, or those with out-of-State records. It has been estimated that San Francisco may have as many as 35,000 individuals in the population who have conviction records. It soon became apparent that a program, such as PREP's with limited financial resources, could play a vital even if limited role in helping to meet the employment needs of the ex-offender.

In response to a demand for more coordinated efforts on behalf of the ex-offender, the WestBay Offender Placement Committee, a loosely formed coalition of 43 agencies and organizations, named PREP as the primary resource for ex-offender placement services, early in 1975. The Placement Committee was formed to broaden community awareness and support, and to consider solutions to problems that each agency, on its own, could not provide.

Wide-based community support for PREP continued to grow in the hopes that the program could lessen the impact of these specific problems:

- During the period of 1970-1975 the California Adult Authority released at least 100,000 ex-felons throughout the state. Of those who did locate employment, 80% had to rely on friends or relatives; formal job placement assistance had been either inadequate or non-existant.

. . . Approximately one-half of the ex-felons released do not satisfactorily complete parole, and it has been projected that 2/3 will ultimately commit other offenses at some future date.

. . . The unemployment rate for ex-offenders has been three times that of the general public, and for MINORITY ex-offenders FOUR times greater.

. . . Approximately 85% of San Francisco County Jail inmates were unemployed at the time of arrest.

. . . Minorities released from the San Francisco County Jail have faced a 90% chance of NOT finding reasonably immediate employment.

. . . Employment usually available to the ex-offender has tended to be menial or dead-end.

. . . State Prison voacational training has been estimated to reach only 10% of the inmates, and frequently is not related to current labor market needs.

. . . Probation and parole officers usually have little or no manpower training or assistance.

The mandate for PREP to expand its services was thus recognized. The objective in requesting additional funding was to centralize and expand employment services for ex-offender in a more effective manner and to help eliminate one of the causes of recidivism: Unemployment. The end result was expected to reduce the taxpayer burden of recidivism, while helping the ex-offender to overcome obstacles which had prevented them from becoming economic assets to the community.

STATEMENT ON UNIT FUNCTION OF PAROLE AND PRE-RELEASE EMPLOYMENT PROJECT (PREP-EDD)

Purpose

To provide employment related services to job-ready ex-offenders who plan to live or work in the San Francisco area.

1. Develop jobs and arrange employment interviews for ex-offender clients whose major need is to locate legitimate work and maintain financial independence without further resorting to crime. The unemployment rate for ex-offenders is three times that of the general public, and without specialized assistance two out of three released each year will be back behind bars within five years.

2. Effect early release of selected and eligible inmates who have been deprived of opportunities through other channels to participate in job orientation, counseling, and labor market information, and to arrange passes for job interviews when warranted.

3. Coordinate services with other helping agencies to provide information and referrals for other adjunct services which cannot be provided within the scope of this program.

4. Encourage business and labor to adopt policies and practices which provide qualified ex-offenders with fair consideration for employment.

Program

1. Assessment of client's needs, abilities, and potential for competing in current labor market

2. Job Development-creation of job openings through direct contact with employers.

3. Job referrals-referral to suitable jobs in client's highest or most appropriate skill

4. Employer relations-providing "educational" pitch for plight of ex-offenders, to explain our program, as well as to assist the employer in identifying job openings we might enable him to fill.

5. Labor market information - for clients and potential clients, by letter and in person, both in and out of institutions.

6. Pre-Release Screening at correctional institutions - working with staff and inmates, as well as other community organizations in reviewing the needs of inmates who are within 90 days of release. (e.g. San Quentin, SCOPE, Federal Half-way House, etc.)

7. Vocational counseling - informal type of counseling to enable clients to put their parole and vocational plans into effect. Recognizing need for more supportive services, and making the appropriate referrals.

8. Testing - arranging for needed aptitude or proficiency testing through approved services.

9. Tutoring - Training - making arrangements for literacy improvement, G.E.D.'s, test-taking techniques, pre-vocational instruction through the tutoring unit of San Francisco Community College District, Apprenticeship Foundation, etc. Helping clients apply for Basic Educational Opportunity grants. Referral to ongoing approved training programs (e.g. OJT, WIN, CETA, Phoenix Corp., etc.

10. Follow-up - regular follow-up; through client, employer, probation or parole officer, referring agency, educational institution. Once every 60 days if no other contact. Staff cooperates with, initiates "feed-back" with the various agencies concerned.

11. Bonding - will arrange for bonds up to $10,000.°° per individual per year, when bonding is only obstacle to being hired, and when employer's commercial bonding company cannot or will not underwrite the risk.

12. Medical-Dental care - will arrange for referral to free services, particularly utilizing Mission Neighborhood Health Center. Specific needs will be considered, and other resources will be utilized as necessary or required.

13. Food-Shelter-Clothing - will provide referrals to free emergency services on an "as-needed" basis. When existing community services cannot be utilized due to time-frame, staff will use petty cash fund (on approval from Coordinator or Assistant Coordinator) to provide a meal, clean clothing, or some other small item. Will accompany client to "shop".

14. Transportation - through petty cash, can arrange for bus tokens, Muni "fast passes" (for job interviews or to go to job site until first pay check received), driver's license fees.

15. Tools and Equipment - small items of need may be purchased for client out of petty cash fund. Normally, this would be for items such as

work shoes, safety goggles, etc. Interviewer to select store where best prices can be obtained, and receipts will be given. For expensive items, arrangements will be arranged through community resources.

16. Rehabilitation - offer selected "volunteers", who donate their services to PREP-EDD, an opportunity to improve their own lives by helping others. Those volunteers who need our own special assistance will in turn be referred and placed on suitable paying jobs in the community.

17. Community Cooperation - participate in community and civic activities which further the acceptance of the ex-offender back into society, particularly working with those organizations who share our goals and concerns. Cooperate with EDD as the "parent" of our program.

18. Special assistance for veterans, handicapped, and other applicant group within ex-offender client population. Through Division of Paroles liaison, pre-intake screening will be done for possible referral to Department of Rehabilition. Our "Mini-VER" will discuss veterans' rights, programs, upgrading of less-than-honorable discharges and make all necessary referrals when requested or required. Specialized referrals will be made on an "as-needed" basis for those men or women who seek non-traditional work, gay clients, clients with legal or age problems. Liaison and follow-up will be maintained with such resources. Staff will be expected to familiarize themselves with such services by "on-site" visits.

19. General Financial assistance - assessment of need and consideration for referral to general assistance, AFDC, WIN program, U.I., D.I., Workmen's Compensation, Food stamps. etc.

20. Advocacy - while not a major activity, advocacy for clients will be utilized in employment or pre-employment situations. Letters of intent to provide employment-related assistance will be provided on request, for presentation to parole boards, counselors, etc. Legal problems will be referred to Employment Law Center, Neighborhood Legal Assistance, etc. Advocacy will not extend to the courts or other legal jurisdictions regarding dropping or reducing charges or in amount of time served, unless it is strictly informational, i.e., employment-related (e.g. information that employment is waiting, further assistance is forthcoming, etc.)

STAFFING

While the Project Director {called "coordinator" in EDD parlance} and the unit clerk {later changed to Skills Bank Monitor} were employment service funded positions within the civil service classes of the California Employment Development Department, and were considered to be an "in-kind" contribution to the project, arrangement were made to provide from the grant funds a total of 4.5 positions. One position picked up the Assistant Project Director who heretofore, had been paid from the Regional gr ant} as a non-civil service "consultant", one was a unit clerk {Clerk Typist II}, and the other 2 1/2 positions were for job counselor/developer {classified as intermittent positions at the State Civil Service level of either Employment Development Assistant II, Employment and Claims Assistant, or Employment Development Officer I}. Although OCJP guidelines provide for any combination of civil service, non-civil service, borrowed, or "hired off the street" personnel, our sponsoring agency requested the use of civil service classifications pertaining to the department concerned. Because of this requirement, as well as to make the money available for salaries go further, the higher professional classifications we had wanted could not be used. The exception to the civil service rule was made, as noted previously, in the Assistant Project Director's slot. This was a key position, the incumbent having served the program for four previous years in outstanding fashion. The Project Director represented a supervisory classification: Employment Development Officer II. Due to certain difficulties, a full complement of staff was available only two months of the grant period. After March 25, 1977, the contracted consultant's position for the Assistant Project Director was not renewed, and the Project Coordinator became totally responsible for all supervisory and administrative details. In the appendix, then, you will see an organization chart that represents the ideal level of staffing, and is not necessarily the one with whichwe operated on a steady basis. We have been most fortunate to have had the services of a Job Referral Agent {Paroles}, vocational services counselor {Drug Treatment Program}, Veteran's Representative {VA}, Job Developer {Community Return Project}, as well as volunteers. All these positions were assigned to us by the various agencies at no cost to our project or the parent agency, and are discussed at length elsewhere in this report.

OPERATIONS

The job-counselor/developers really represent the lifeline of PREP. They are the facilitators between client, employers and community, {see sample duties statements in appendix} and, like the specialists, usually perform additional services for certain categories of clientele according to their interest and expertise. While intake, assessment, job development, referral, placement, consideration for supportive services, and recommendations for supportive services, and recommendations for financial assistance represent the bulk of the Job Developer's duties, each of them has seen a need to more particularly serve the needs of various sub-groups of ex-offenders: the youth, the woman offender, the handicapped, the "gay", etc.

TRAINING AND STAFF STANDARDS

Staff training is a constant and ongoing procedure. All staff members, whether short-term volunteers, PROJECT 20 participants, loaned professionals, or regular, paid staff receive orientation and training not only in State Employment Service (in California: Employment Development Department) policy and procedures, but in confidentiality of records (those of clients, as well as of employers), laws regarding release of certain types of information, criminal justice system, how to recognize and meet the ex-offender's placement needs, and relationships with other agencies. All employees - whether grant funded or not - including long-term volunteers are eligible and scheduled for formal classroom training given by the training section of the State employment service.

E.S. basic block training usually consists of three modules lasting three days to a week. Each subject matter covered includes: confidentiality and privacy, introduction to community resources, recognizing the need for counseling, special applicant groups, assessment and use of the Dictionary of Occupational Titles (D.O.T.) Job order taking and filling, placement methods and interviewing techniques.

The PREP unit also provides its own specialized training (see outline), and every-day, informal on-the-job training is utilized as necessary.

Memos, directives, notices and manual amendments of the parent sponsoring agency (E.D.D.) particularly those affecting our own services in the operations area are shared on a regular and timely basis with all staff. Project staff is also expected to participate in regular staff meetings which may be of either an informational or training nature. These are conducted by the Project Director (Coordinator) or Assistant, depending on subject matter.

Professional growth knowledge is shared through journals, reports, monographs, brochures, studies, etc. obtained through other agencies or informational clearing houses as well as the Coordinator's membership in such organizatins as the California Probation, Parole and Corrections Association, National Rehabilitation Association, Western Governmental Research Association, etc. All such memberships are paid by the Coordinator, personally; no provision has been made for the grant funds to maintain them. However, a small amount of funds has been made available - and utilized - for selected staff to attend seminars, work-shops, and conferences given by these organizations and others similar to them. Usually, a small outlay for registration fees and a meal has been all that has been necessary. Staff attending this type of training is expected to prepare a written report and to share their experience with the others.

Basic standards for attendance, demeanor, and professionalism are much the same for volunteers as they are for regular staff. Each newcomer receives a copy of attendance standards and other pertinent memos, and is encouraged to discuss with his/her supervisor any problems which might arise. Friendliness, courtesy, and a business-like manner are stressed with all staff - regardless of length of stay - since technical knowledge alone cannot bolster the integrity of the program.

Each staffmember is aware of our performance standards (e.g. the number of placements to be made per month, paperwork error rates, etc.) and a position statement is prepared and discussed with each of them. Progress is discussed informally on a regular basis, and the Project Coordinator prepares a written evaluation on a monthly basis, in addition to formal periodic performance reports required for those with civil service status. Requests from other agencies to evaluate loaned staff are honored, and in the format requested.

Our goal has been to turn out a competitive "product" (i.e., trained personnel) in about a third of the time normally encountered in the average state employment office.

While the kinds of services your own program provides - or is planning to provide - will determine training content, your own State Employment Service should be considered a major resource regardless of whether you are co-located, borrow their personnel, or have them as a sponsor.

The outline listed below represents PREP's method of informal training:

I ORIENTATION

A. History of program; its purpose, goals and achievements.

B. Explanation of specialized operating regulations, standards of conduct and performance.

C. Treatment of confidential information

D. Introduction of community resources

1. Presentation of written resource material

2. Arrangements for several on-site visits to community organizations.

3. Introduction to probation, parole officers, case workers, and representatives of other referral resources as conditions permit.

II ON-THE-JOB TRAINING

A. Brief sessions with Project Coordinator (or delegated assistant) about intake, assessment, job development and referral, use of outside resources, special information needed on client's applications; completion of forms required; veteran's preference; central order taking office contacts.

B. "Study session" with facsimile forms, job orders, application.

C. Observation of interviews and co-workers; sit in on assessment and referral interviews with approval of client.

D. Start providing services assigned, assisting seasoned job developers. Work on a "buddy system" until able to work alone.

E. 100% review of all work done by new staff member. Individual on-the-job training sessions with Project Coordinator regarding progress.

This format seems to have worked out as well as any; no plan, however, can turn a neophyte into a successful job developer if certain personal characteristics are weak or missing, or if the individual does not have the attitude or motivation for success. Professional "know-how" can be learned; empathy, ability to establish rapport and maintain good communication skills, and a certain amount of agressiveness represent a more subjective area in which we maintain no syllabus.

We would have liked to have developed a volunteer Training manual for use in the program, had we been able to continue it. This would have been of a self-study nature. If your staffing is adequate and your funding relatively secure, I would strongly recommend such a course of action.

One other area which we did not have an opportunity to bring into being was the concept of providing peiodic, week-end, staff workshops. Those ideas listed below, represent a very rough draft of what we had in mind. Outside "experts" would be brought in to make presentations and to provoke discussion.

I. INTRODUCTION OF THE EX-OFFENDER'S JOB PLACEMENT PROBLEMS

A. Determining "job readiness"

1. Assessment of skills, abilities, capacities, interests, and motivation.

2. Consideration of mental, emotional, physical condition or limitations (including alcoholism and drug abuse) which may affect employability.

a. How to recognize whether or not a client has currently been "using".

b. analyses of kinds of occupational or work settings that can be utilized.

c. consideration of supportive services.

3. Consideration of offense record

a. How to use common sense to effect sound placement.

b. What information can be revealed? What can't? Exploration of changing laws and their ramifications.

c. The Bonding Program: how to "sell" it.

II PROVISION OF CLIENT SERVICES

A. Job development, placement, and supportive services.

1. Techniques of job development

2. Techniques of job referral

3. Consideration of alternatives

a. Available training, tuition-free, CETA, stipended, BEOG.

b. Half-way houses

c. Substance-abuse programs

d. Health, welfare, legal, or clothing needs

e. Financial programs

B. Follow-up

1. What is the necessity?

2. What kinds of information are we looking for?

3. How do we go about it?

III INCREASING PROFESSIONALISM

A. Importance of friendly, business-like manner; non-partisan, non-moralizing acceptance of the client

B. Techniques of "survival counseling"

1. Helping client to verbalize problem or needs

2. Helping client to explore and consider alternatives

3. Teaching client how to "sell self"

4. How to assist with resumes and a seek-work plan

IV CASE DISCUSSION

Each participant presents a difficult case or two for discussion. Solicits feedback on ideas, resolution of conflicts, etc.

V WORKSHOP WRAP UP AND EVALUATION

A. Consideration of topics for future workshops

As you can see, this has been a working draft only; if you opt for something similar, you may wish to include audio-visual presentations as well as outside participants. Only your imagination will determine the limits!

FISCAL AND BUDGET

PREP-EDD's most recent LEAA funding as mentioned earlier, was provided by a State discretionary grant of $84,500.00; $76, 050.00 of which represented the 90% Federal contribution, and $8.450.00 the State buy-in. In addition, the Project Director's salary ($1249.00 - $1319.00/month, and that of one other staff member (employment and Claims Assistant: $5.36/hour average) were paid by the sponsoring agency, California Employment Development Department, as an "in-kind" contribution. An additional "in-kind" provision was made by EDD for space, equipment, supplies, utilities and telephones which was estimated to have a value of $13,200.00/year. Therefore, the only charges to the Project were:

1.	Salaries	$63,178.00
2.	Fringe Benefits	12,736.00
	Public Employees Retirement System	11.34%
	OASDI	4.11%
	Workers Compensation	.37%
	Health Benefits	3.23%
	Total	19.05% FY '75-'76
		20.00 % FY '76-'77
3.	Travel Expenses	$900.00
4.	Petty Cash Loan Fund	$1369.00
5.	Administration overhead and indirect cost of sponsor, equal to approximately 10% of salaries(direct personal services - dollars	$6,317.00

The amount granted was to have covered an 18 month period, and wages were estimated on the mid-range concept with a small (approximately) 5% cost-of-living or merit increase built in.

Salaries were originally set up this way:

2 P.E.* Employment Development Assistant II at $734.00/month
1 P.E. Employment and Claims Assistant at $845.00/month
1 P.E. Clerk Typist II (Range A) at $666.00/month
134.5 intermittent hours of Employment Development Asst. I at $3.46/hr

However, the Assistant Project Director, who had been paid from PREP-EDD's regional LEAA grant starting in 1974, needed to be picked up after June 30, 1976, when our relationship with the San Francisco Sheriff's Department (former sponsor) terminated. Since there were unfilled positions, one of the EDA II positions was substituted for that of a "non-civil service consultant" at $11,500.00/year. With an additional vacancy of the other EDA II slot up to December, 1976, we added an intermittent EDO I position paying approximately $1,124.00/month, adjusted to a part-time basis, and used some of the intermittent hours for an additional part-time E&CA.

* personnel equivalent

Since there was a four-month delay in the start up of this particular grant, funds expended covered only fourteen months, and over $25,000.00 was returned to the California Office of Criminal Justice Planning.

All personnel hired to work on the State Project payroll were asked to use a separate project code, in order to separate normal E.D.D. payroll charges from those attributed to the grant. Since all time sheets from local offices ultimately were received in our central office, located in Sacramento, reports of expenditures could thereby be quickly expedited to OCJP (by way of OCJP - 201: monthly report of expenditures and request for funds) by the fiscal section. Signature authority for these reports were delegated by the Project Director to the supervisor of the Administrative Accounting Group, which then became responsible for all accounting functions necessary for the administration of the project.

Travel expenses and petty cash reimbursements were handled in the same manner. The forms used were the same as for EDD employees; just the project code differed. Pay, travel and petty cash checks all originated from the EDD central office, and except for the cash loan fund, which was sent on an "as needed" request basis (no more than $100.00 at a time) payment was on a once-a-month basis.

Responsibility for petty cash records and itemized accounting remained with the project, which also assured that the funds would be maintained under secure conditions.

With a smaller grant, all fiscal responsibilities can be handled locally, depending on the sponsor. The Project Director of PREP-EDD did, in fact, prepare the reports under the regional grants. There is really no need to have an accountant - part-time or consulting - unless the grant is large, extremely complex, or the sponsor requests it. We were saved from a multitude of complexities by the many in-kind contributions; when bids for equipment, invoices, leases, utility and supplies bills, inventory records, depreciation, etc. have to be considered, it is, indeed, a different ball game.

While some programs feel they "can do their own thing" by maintaining total autonomy (i.e. totally handle their own affairs "without strings"), the time spent in dealing with vendors, landlo rds, and auditors, not to mention the paperwork, could probably be better spent in providing personnel for direct services. One other benefit of having space, utilities and equipment provided: with little direct access to cash, it is almost impossible to become involved with charges of fiscal irresponsibility!

Lastly, the need for a larger grant is reduced, and one's chances to obtain a smaller one are greatly improved.

PRE-RELEASE SERVICES

Pre-release services for inmates of various institutions have been ongoing over a long period of time. Services at the institutional or prison level differ from those in the office, primarily in the screening and counseling areas. And of course, job placement does not take place until the inmate is either ready for release or work furlough or eligible for a 60 day time cut. We usually do not attempt to provide direct services until the inmate is at least 90 days short (i.e., 90 days from release date). Inmates may be recommended to us, or they may apply on their own. They are screened as to feasibility of acceptance into our program, and, if we can meet their needs, an application is taken along with any other pertinent information necessary to provide effective services. Pre-release employment counseling, labor market information, identification of motivation level, development of an employment plan, and identification of needs which could best be served by another agency are subjects of consideration. The accepted client is then assigned to a job developer or the job referral agent, who will arrange a pass - upon locating suitable work to which the client can be referred. Housing needs, arrangements for college entry, location of relatives, etc. are represetative of needs that can be handled by another organization who visits the prison at the same time as the Project Coordinator. If the inmate can be plugged into, for example, Community Return Project's program, we will work jointly with them particularly on coordinating the employment program. In this manner, a decision for services can be made immediately: no buck passing or waiting for weeks on end for an answer; over 90% of the participants in a jointly arranged program have been placed to satisfaction.

The services provided the women's section of the San Francisco County jail are somewhat different. The woman's specialist visits the jail on a monthly basis to talk to women whose release is imminent. The inmates seen have been carefully screened by the institutional rehabilitation counselors for motivation and job readiness. An initial intake interview is conducted, during which time our program is explained and a discussion is held regarding the development of a realistic job search - taking into account their individual job history and conviction records. No attempt is made to place them at that point, but appointments are set up to complete the process shortly after their release, and upon arrival to the PREP office. In this manner, the involved staff is able to establish a continuity of services that is both reassuring and constructive.

Service to the federal half-way house, generally provided by either a volunteer or the vocational services counselor, falls somewhere in between the state and county systems. Generally speaking, the individual concerned is free to go for job interviews which have been set up or to come to the office, if accepted into the program. Since the federal facility has been added, intake and placement for this category have more than quadrupled. Federal probationers - parolees have usually had the best skills and educational levels; therefore, they are usually easier to place. It has been estimated that 70 - 80% of the federal clients can be expected to successfully complete their terms of supervision without any further incidents of anti-social behavior.

ENCOURAGEMENT OF BUSINESS AND LABOR TO ADOPT PRACTICES WHICH PROVIDE EQUAL OPPORTUNITY FOR EX-OFFENDERS

An important aspect of PREP's viability has been to work with a large number of organizations and the local Human Rights Commission to encourage employers to consider the ex-offender job applicant on an individual basis and merit. Staff field visits to unions, corporations - large and small - articles in newspapers and on radio - TV help to belay fears that the ex-offender will "not fit in". The National Alliance of Businessmen has done much ground work to gain good will from the employer community, and the local Employment Law Center has been available to discuss legal aspects and unrealistic licencing requirements, which too often work against the ex-offender in many states.

One of the selling points in gaining employer acceptance is the Bonding Program. The Bonding Program is a means by which the Manpower Administration of the U.S. Department of Labor offers fidelity bonding coverage to qualified job applicants who would not be able to obtain it otherwise. It is available through the affiliated State Employment Agencies, and either job seeker or employer may apply. The individual to be covered must:

1. Be qualified and suitable for the employment in question

2. Not be commercially bondable under ordinary circumstances

The coverage becomes effective when the client has begun work, and the responsible state official has certified the bond. Bonds are issued in units of $500.00 with maximum coverage of $10,000.00 at no charge to either employer or client. While there is no specified termination date, coverage is usually obligated for one year. At the end of that period, the employer is asked to cover the employee with his own bonding firm or drop the requirement. If failure to follow through on this plan would jeopardize the employee's job, the federal bonding could continue indefinitely - with a review made every six months to check whether this is a possibility for other arrangements.

The actual use of the bonding program by PREP has been relatively minor (probably 5 or 6 cases per year); however, the concept of bonding has had a beneficial effect in discussions with employers: many of them who might have used the service have felt, "If you are willing to take the chance, we should be too."

One other method of encouraging employers both business and labor - to adopt practices and policies that will not work against the ex-offender is the casual, off-the-cuff conversation delivered in a social setting. Do you count as personal friends, or acquaintances personnel representatives, union business agents, corporate executives or directors? Do you see them at your club, your church group, or at a party, or some other group gathering? If so, you have a captive audience. Let them know your concerns! This is actually one of the easiest forms of "selling" that we know. . .and one of the most effective! One of the area's largest banks opened its data processing center to application from qualified ex-offenders after an off-hand remark was made about the remarkable computer programming course offered at San Quentin State Prison. Insurance companies got the word, also. There was only one problem: we never found enough programmers to meet the needs; some ex-offenders reported as many as six to eight solid job offers. (one of our clients, whom we had out of a prison on a pass, was offered $280.00 a week, to start, even though he had no paid work experience in the field).

You may find, ultimately, that you have more quality job openings than you can fill. If the majority of your clientele is composed of individuals with more menial skills, don't forget that you will need to go after the kitchen helper, entry-level clerk, or laboring occupations, as well. It doesn't make much sense to crow over a covey of ceramic engineer job openings, when the individuals you want to place are high school drop-outs with minimal skills.

THE NEED FOR A PETTY CASH FUND

One of the areas which distinguished PREP's most current operations under the State discretionary grant from those of the past was the provision in the budget for petty cash.

An overwhelming proportion of our clients have been designated as "economically disadvantaged", using the Department of Labor's definition. Many of those released from prisons or jails re-enter the labor market with little or any money to provide for employment related needs, even as simple as carfare to job interviews. The California State parolee is in a slightly better situation - provided he or she has no family to support, and has a "rent-free" room with friends or relatives: $200.00 gate money, less transportation costs to area of parole and "dress-out" (clothes). However, in a high cost area such as San Francisco, this amount does not go far. Even if the client can locate suitable employment on the first day of freedom, a paycheck might not be forthcoming for several weeks - or longer. What good would it do to develop a job, if the client had no carfare to go to the interview? How could we refer a truck driver to a job if he didn't have the money to renew his drivers licence? What kind of appearance (and what chance would he have) would the applicant for a restaurant job make in a soiled denim shirt, (his only one) and poorly groomed hair? How could it feel to have a well-paying job offered you, provided you had the required clothing, safety shoes or goggles, etc., and you didn't have the money to purchase them? A let-down? You bet! Experience had taught us that not only was there a need to have special funds available, but that we had to stop the drain on staff pockets, the begging or borrowing through time consuming telephone calls that could be better spent elsewhere, or - more sadly - eliminating from consideration those jobs which might require a monetary outlay.

To avoid the connotation of being "just another charitable handout", we termed our petty cash a "loan fund". Although there was no formal requirement for repayment, many clients, of their own volition, did indeed "repay" their loans - thereby making the fund go further. Repayment of a loan also helped the client to feel he or she was in a position to aid others. A sense of dignity, so achieved, also avoided the pitfalls of becoming obligated or beholden to a staff member: embarrassing at times, since the staff was not permitted to accept gifts or favors.

Our rule of thumb was: "If you can't get it immediately from existing community services, we'll provide it."

Although we set an arbitrary limit of $20.00 per client at one time, we did go over that amount on several occasions. The truth of the matter was that most of the client's needs could be met with only a few dollars outlay. Also, except for small amounts such as for carfare, we usually paid for the item needed by accompanying the client to shop - instead of handing over cash. The reason for this was to obtain the best possible "buy", obtain adequate receipts,

and to eliminate any temptation to misuse the money. PREP has also provided:

. . . hot meals for hungry clients who can make a better impression at a job interview if their stomachs aren't rumbling - and when it is too late or too early for the "free meal" organizations to serve.

. . . baker's work clothes

. . . x-ray technician's lab coat

. . . slide rule

. . . clean white shirt and haircut for client applying for a cook's job

. . . conservative business clothing for a recently released parolee who is applying for an executive secretary's position in the financial district

. . . tasteful slacks, shirts, and ties to replace the loud clothes which has previously been a cause for rejection from bank clerical jobs

. . . fees for a birth certificate, to meet licens ing requirements, or to establish residence

. . . fees for an accident report which would enable a client to receive free medical care

. . . repair of eye glasses

. . . provision of small hand tools for an upholsterer

. . . current month's union dues, to retain dispatching rights.

. . . some paint brushes for a painter referred to a well paying union job

. . . two re-capped tires to enable client to get to and from work

. . . a used bicycle for a client who has never learned to drive

The list goes on, and is by no means complete.

Now, if we had it to do over again, we would have requested a larger amount than $1,369.00. I would make the suggestion that this amount be at least doubled, if you feel that a cash fund should be a vital part of your program.

You might wish to consider:

1. Provision for tools-of-the trade.

2. Hotel room expenses for recently released parolee, when other resources not available.

3. Temporary child care arrangements for the client who needs to look for work, but can't afford a babysitter.

In addition I would suggest a separate fund to pay your volunteers a token amount each week for their out-of-pocket carfare and coffee-break money.

We feel the Petty Cash Loan Fund has been a tremendous boon to our efforts to provide effective placement services, and would heartily recommend the concept.

WHAT JOB DEVELOPMENT IS

Job development, in the most simple terms, is the solicitation of a job for a client or group of clients. The technique of job development, however, utilizes diversified methods of approach. At no time should it be used as a "shot-gun approach" or game of Russian Roulette. Job development, as we know and use it, requires just as much research and knowledge as any other professional undertaking to achieve successful accomplishment.

Job development, in the opinion of one of PREP's top job developers can be "boring, frustrating, yet appealingly challenging." This attitude, of course, is due in no little part to our own peculiar labor market conditions. The San Francisco area is dominated by unionized occupations, civil service employment, services, and the headquarters or regional offices of large corporations - most of whose job openings require a higher level of skills and education than our clients usually possess. In short: a "paper town." Keeping this in mind, we have been able to concentrate on the other resources - those which constitute 30 - 35% of other possibilities for job development. Approximately 65% of PREP's placements have, indeed, resulted from job development.

Philosophically speaking, the success of a job developer depends on a high level of patience, determination and imagination. Without these qualities one would have difficulty developing his technique. It is also necessary to keep in mind the total, overall concept of employment services, and to avoid segmented aspects that could abstract one's frame of reference. REMEMBER: there is no one technique guaranteed to develop a job; however, there are certain methods that can be utilized to insure at least a modicum of success.

Let us consider an occupation that is familiar to most of us: auto mechanic (D.O.T. code: 620.381). From our experience, we know there are both advantages and disadvantages in that particular field. Competent journeyman mechanics are readily placeable, especially in major auto shops and large garages. Let us look at the example below; this is a profile of a typical client who needs special job development services:

> client has 6 years of work experience , has maintained an average wage rate of $5.00 per hour; does not have any tools; has a record of drunk driving; was recently released from prison; has been out of the labor market for one year; prison experience was semi-related: repairing small household appliances and machines in a machine shop.

NOW WHAT DO YOU DO?

suggestions:

1. Research the code in the Dictionary of Occupational Titles. Determine the extent of qualifications and ability. Break

down the occupation into segments.

2. Research and evaluate labor market demands, and assess the client's skills accordingly.

3. Compile a list of prospective employers {PREP keeps copies of old job orders, broken down by occupational code, and also uses field visit records, employer directories, etc.}

4. Determine the areas of concern:

NEGATIVE FACTORS:

A. Client lacks sufficient experience to compete on journeyman level.

B. Has no tools.

C. Has not worked in occupation for over a year.

D. Prior drunk driving record.

POSITIVE FACTORS:

A. Six years experience.

B. Wage acceptance.

C. Related experience in mechanical repair {recent}; CONSIDER: auto mechanics helper {gas stations, small shops} specialized auto repair, motor repair {small appliances}

So you have now some choices to make, and it is asssumed that with the agreement of the client, you will develop a job in a related field. One sales pitch would be to point out the client's years of experience-stressing competency. You might also reveal the client's awareness of wage range, and negotiage a lower starting wage, with the possibility of working toward the firm's normal range within a reasonable period of time. Another sales point might be to point out that the client's interests and total working time have all revolved around mechanical inclinations. Inquire if a valid driver's license is necessary; if not, the drunk driving record would probably not be germane to the occupation at hand.

In all cases, sell your client to the employer first; if the employer is truly interested in the client's background, the ex-offender aspect will be only a secondary consideration. DO use common judgment in making referrals; we would not job develop for positions where an occupationally significant offense would be questionable, unless the matter had been thoroughly discussed with the potential employer beforehand.

Examples of referrals NOT to make:

- ...Convicted rapist to work as security guard in women's dormitory.
- ...Child molester to work in school, youth organization settings.
- ...Bank embezzler to work as auditor or teller (note: the Bank's personnel department may be all right)
- ...A drug abuser to work in a hospital setting.

Whether your placement effort comes from "Cold Canvass" job developing, or from existing orders placed with your agency, these are the important things to remember:

1. Never approach an employer without an actual client or group of clients in mind.
2. Always present a fully-qualified applicant in order to establish credibility. Be sure you follow the employer's referral instructions.
3. After the employer has hired several of your clients, and a sound relationship has been established, it will be easier to negotiate the acceptance of a more marginally qualified individual.
4. Don't "burn your resources", i.e., don't overload the employer with your clients.
5. Don't automatically assume that because the employer has never hired ex-offenders that he or she won't. It's your job to do the convincing! and
6. Last, but most importantly, ESTABLISH RAPPORT with the employer.

THE ROLE OF THE VOCATIONAL SERVICES COUNSELOR FOR SUBSTANCE ABUSE CLIENTS

PREP-EDD, in its committment to serve job ready ex-offenders, has realized that special services for the substance abuser can best be provided by borrowing a vocational service counselor from one of the local drug-treatment programs. The purpose was two-fold: our own clients needed the expertise of a professional who was geared to meet their needs as well as to provide access to employment-related activities that other agencies were unable to provide. It has been projected by the California Department of Rehabilitation that San Francisco will have a population of almost 40,000 substance abusers in 1978, in the age range of 18-64. About 18% require specialized services.

The amount or kinds of information that can be released about a client with a history of drug usage or convictions is circumscribed by law. Therefore, the ability to develop jobs and obtain employer confidence with discretion, must be balanced with the need to encourage the individual to develop his "job-readiness" to the highest capacity.

Vocational counseling is a process, as is treatment. The time to introduce vocational counseling (whether it is done by an inhouse staff member or provided by a public agency) is dependent in part upon the client's readiness and motivation. It is generally agreed, however, that it should begin early - in conjunction with the client's treatment.

Rehabilitation of the drug abuser, regardless of modality, usually consists of:

1. Orientation phase
2. Treatment phase
3. Re-entry phase

The ORIENTATION PHASE serves as an assessment and evaluation period to decide on the best rehabilitation plan for the client (including vocational as well as treatment services). This period is also used to establish the client-counselor relationship.

The TREATMENT PHASE usually consists of two parts. The first one often overlaps the orientation phase, and deals with the causes and problems surrounding an individual who is trying to "turn around" an un desirable and destructive life style. The second part of the treatment phase consists of continued observation of a client's consistency, his/her ability to refrain from abusing drugs, the level of decision-making and problem-solving skills, and the client's ability to accept responsibility for his/her own life. These same observations are essential in evaluating a client's readiness for vocational services. Vocational counseling should be initiated early in this second phase.

The RE-ENTRY PHASE has normally been given the least amount of attention by the average rehabilitation program dealing with drug abusers. Vocational counseling should result in the realistic attainment of determined goals. The issues surrounding both users and non-users such as self assessment, ability to accept responsibility and develop interpersonal relationships are equally important as those which relate to employment stability (e.g. time accountability, work adjustment, ability to accept supervision, etc.).

In the PREP program, specifically, the role of the vocational services counselor has been to:

1. Establish liaison with social service agencies involved in rehabilitation.

2. Develop and maintain contacts with employer community.

3. Assess and evaluate vocational treatment plans.

4. Provide in-service training on job development and placement.

5. Assist clients to put their goals into action by referring to suitable job openings which present the likelihood of solid job placement.

6. Represent program, out in the field, when so designated.

In working with PREP's clients, the vocational services counselor obtains an in-depth history of factors which could assist the client in determining an appropriate career or job. This history includes:

1. Criminal record, including substance abuse information, probation or parole restrictions, name and telephone number of probation/parole officer.

2. Level of education, including specific courses.

3. Employment record: type of jobs held; length, pay, duties, etc.

4. Enrollment, if any, in previous training programs.

5. Veterans status.

6. Family income and any other pertinent socio-economic factors.

7. Physical or health limitations.

The need for this type of information is vital; the status of the client may point out (and, conversely, exclude) eligibility for various types of benefits or assistance about which he may be unaware.

In addition, questions relating to past or present activities, such as hobbies, interests, or pastimes, should be explored. These areas may reveal inherent vocational skills, abilities, and potential for placement that both client and counselor might not have considered.

Generally speaking, all of the foregoing questions and history-taking methods are performed by all staff working directly with ex-offender clientele-whether substance abusers or not. The basic tool for recording such information, is also the same: the work application-devised by the California Employment Development Department. However, provision is made for supplementary client files to be maintained in a separate locked file. These are the ones which include confidential information regarding-but not limited to-medical, psychiatric or sociological reports.

Why, then, would we use a specialist in gaining this information? Would it be more expeditious to have a separate intake with subsequent referral to the counselor? We think not, more broadly because we feel that a "one-stop" service is preferable to that where a client is pushed from agency to agency-and frequently encounters enough beaurocratic red tape to make him lose what motivation might be possessed; and specifically, because of these considerations:

1. If the client is motivated, and job or school-ready, he/she is apt to take the first suggestion presented-whether appropriate or not-and not have the opportunity to explore all the alternatives. It is the counselor's responsibility to make sure all options have been covered.

2. Vocational counseling must start from the very beginning, because there is a strong need for the client to make decisions concerning his career and employment goals in a responsible manner.

3. PREP's vocational counseling does not extend over a long period of time ; it is essential, for a variety of reasons, that the client make his re-entry into society as quickly-though prudently-as possible. The knack is to develop a short-term occupational plan which could result in the client's achievement of longer-term vocational goals.

We believe there are other necessary considerations, as well. Clients of drug abusers' program frequently demonstrate behaviors and attitudes which prevent them from adjusting to the work situation. Demands for immediate results, unrealistic aspirations, the desire for fast and easy money, lack of punctuality, low frustration levels, inability to make responsible decisions, and aggressive behavior are but some of the factors. It is obvious, then, why it is necessary to consider the services of such a specialist. The average job-developer-counselor,

no matter how much expertise he or she has in the ex-offender placement field, is geared to more immediate results, and generally does not have the training or temperament to provide an adequate level of service which considers not only the clients' needs-but the employers as well.

During the six-month period ending June 30, 1976, the vocational services counselor has had an intake of 78 cases; he has placed-on permanent jobs-28 of them. Although the percentage of placements made is substantially lower than PREP's, as a whole, it must be considered that a good deal more effort had to be made-in addition to the other services performed.

The vocational services counselor has spent a good deal of his time educating counselors and staff of other drug rehabilitation programs on how to recognize and refer suitable clients to our program. For a period of time, a number of inappropriate referrals had been made (e.g. client's condition not stabilized, on heavy doses of methadone, extensive medical, psychiatric, rehabilitative measures were needed, etc.). We were not geared to solve these problems, and needless referrals served to frustrate the client and add just one more failure to his ability to function. By avoiding the "ping-pong" type of referrals, we were able to provide a better level of service for those who truly met our criteria.

Our counselor was borrowed from the San Francisco Drug Treatment Program for 15 hours per week. The cost of his salary was borne by his home agency, although we provided equipment, supplies, telephone, and training and orientation in labor market information, job development and placement techniques, as well as in the purposes and objectives of our program-just as we would for any other employee, volunteer, or borrowed professional.

If you decide, in your own program, to provide a position for this activity, I would make these suggestions:

1. Determine the basic expected intake of substance-abuse clients (in our area, 40% of the total would be a low-side estimate), then take into consideration the numbers which could be served by "mainstream" staff (e.g., the client whose record shows merely an incidental notation of drugs, and can compete on a fairly even basis with non-users), and the numbers which should be referred for more intensive services (i.e., they do not meet the job-ready criteria). What you have left-if figured on a normal bell-curve-will probably determine the feasibility of providing a separate classification, and, if so, the number of hours needed, per week, to adequately serve your clientele. For a substantial period time-even before we had our State grant-we tried a 4 hours per week schedule.

This was totally inadequate , as so much continuity was lost from one week to another, and the inadequate results didn't justify the time. In other words, IS THE NEED FEASIBLE? If not, make solid arrangements with another agency to provide necessary services. If so, don't be afraid to ask for more time. The idea that it is easier to get a "donation" of four hours per week doesn't really ring true! Remember, the other agency will want to see results, too! Never forget that you are serving <u>their</u> clients as well!

2. Develop relationships with a number of drug treatment agencies. Visit them, talk with them, watch them in operation. Which ones are most apt to share your enthusiasm and concerns? Are they committed to a philosophy which counts employment as a serious and important consideration? Do they talk big but produce little? What is their track record? Do their staff members appear competent and well trained? CAN THEY AFFORD TO SHARE?

3. After you "select" an agency, consider how you are going to "sell" <u>your</u> program. Do <u>you</u> have atrack record? What can <u>you</u> offer their clients? If your own program is either brand new or just in the planning stages, ask for input; soliciting viewpoints is a subtle, but effective manner of gaining cooperation.

4. Assuming you have now achieved optional interest, and that you have a committment in hand, you can zero in on the LUCKY PERSON. While we consider it important that the vocational services counselor has a minimum of a B. A. degree in behavioral sciences (graduate work or degree preferred), as well as experience in the field, it is critical that the individual selected has the MOTIVATION and INTEREST to want to be a part of your program. Is he/she adaptable to learning new approaches? Willing to consider that an employer's needs must be considered along with those of the client? Aggressive enough to be a salesman? Realistic enough and patient enough to handle occasional rejections? Does he/she have the potential for becoming a good placement counselor as well? If so, CONGRATULATIONS!

5. Once the counselor comes on board, treat him or her like a regular member of the staff; team work and coordination is essential for the success of a program.

We won't guarantee that the above will solve all your problems, or that you will automatically achieve great heights of success; but it's a place to start. Only you can know the needs of your community and staff. On the other hand, maybe you will have so much money available you can afford to pay a counselor of your own! If so, ignore the foregoing!

THE ROLE OF THE JOB REFERRAL AGENT (PAROLES)

The role of the Job Referral Agent has placed an integral part of PREP-EDD's success. This unique position encompasses the skills of a parole agent coupled with those of a rehabilitation counselor and expert employment officer. This liaison represents a dimension which the project would have been unable to provide within the limits of its own budget.

The Job Referral Agent, while responsible for the employment-related needs of California State parolees, exclusively, has nonetheless accounted for almost 10% of the placements made since July 1, 1976.

As do other staff members and specialists, the JRA handles intake and assessment in the same manner. Appointments are made through direct referral from a number of sources, but generally speaking, much of the intake is handled on direct referral from state parole agents. These latter have been expected to screen potential clients for work motivation, and to provide cumulative summaries for each of them on request. Clients who may benefit from Department of Rehabilitation services are also referred, with the JRA acting as screener and liaison in the DVR process. His responsibility to the home agency has been to advise parole agents of the progress and cooperation of parolees, and to discuss the feasibility of placement in different occupational areas.

The JRA has also been assigned, by the Project's Director, the task of doing job development for inmates who meet the criteria and eligibility for TCR's (Temporary Community Release, or "pass") which could result in an up to 60 day time cut, if suitable work has been obtained. Clients so serviced are personally interviewed and screened by the Project Director during regular state prison visits. Once legitimate job interviews are set up, arrangements are made with the institution to release the inmate for the interview(s), as well as for transportation to and from the site. If a solid committment to hire has been made, the assigned parole agent is contracted to authorize the immediate parole of the client, and the institution is so notified by teletype.

A close working relationship with the Department of Corrections, particularly the parole division, not only has been most satisfactory from the viewpoint of cooperation, but has enabled both agencies to provide services that might not otherwise been available.

The JRA has not only participated in many community activities, representing PREP, but has also served as a staff consultant in handling the more difficult cases. Where clarification about a client's background is needed, the JRA can obtain immediate and accurate information which would be cogent in the provision of services. Confidentiality of records is a must, but pertinent information affecting the client's ability to compete in the labor market is necessary, in order to effect the best possibel placement, as well as to consider the welfare of the employer and community. It is this kind of relationship which has extended the credibility of the program.

In addition, the paroles liaison has enabled us to stretch our limited petty cash. The Division of Paroles, through the JRA, has made bus tokens and "Fast Passes" (good for unlimited local bus rides for a month) available to our mutual state parole clients. Though Paroles, too, the JRA has been able to arrange such large ticket items as union initiation fees (one case amounted to $262.00), which wouldn't have been possible within our own budget. Of course, our own cash fund has been utilized extensively, particularly those items of need which cost under $20.00.

One of the reasons our own JRA has been so successful in placing clients has been his own unique background. He has had years of experience with the State Employment Service, as well as with Paroles and Vocational Rehabilitation. He KNOWS THE LABOR MARKET, THE EMPLOYER'S NEEDS, as well as the client's; he also knows HOW TO SELL his "product," and is imbued with a high sense of CREATIVITY.

With few exceptions, the jobs he has been able to line up have been permanent, and all have paid the prevailing wage for the occupation concerned. A sample survey during the most recent quarter revealed that jobs obtained for prisom inmates ranged from $3.75 to $12.00 per hour, with an over-all average of $6.70 per hour. These figures belie the fact that too often the only jobs obtained for those about to be paroled are merely "can-openers", paying the minimum wage.

Along with other members of the community, the JRA has been an advocate for the ex-felon in obtaining or retaining business or professional licenses. There has not been one lost case. Indeed, many of the clients who are currently employed as licensed vocational nurses, real estate agents, etc. owe their livelihood to this man.

Our use of this position has enabled us (as in the case of vocational services counselor), without cost to the Project, to provide that all important one-stop service. In addition, potential parole problems can be solved quickly, enabling the client to participate in the re-entry process with a minimum of disruption and a stronger liklihood of success.

Now, another community might not be able to find an individual with the background of our own JRA, but we believe such an individual could be developed. Employment services techniques can be learned through assignment to both formal training and in-house OJT. More importantly:

1. Can you obtain the GOODWILL of a probation or parole department? Can you "sell" your program? Is the other agency willing to PICK UP THE TAB for such a position?

2. Is the individual so selected known-or has the ability to become known-in the community as a reliable and competent performer? Is he or she REALLY INTERESTED in this aspect of "rehabilitation"? Enthusiasm is a major concern; "Cops and Robbers" types are generally thought not to be successful.

3. Is the potential staff member-and his/her home agency-willing to cooperate on a "team basis." Philosophies are often divergent between agencies; any area involving potential disagreement or reluctance should be explored IN ADVANCE.

You may find that a working liaison between your probation or parole agency may enable you to set up effective relationships with local jails or pri sons quicker than if you were to do it alone. At any rate, the mere presence of the JRA may help to eliminate doubts as to whether you are simply a "do-gooder" type of program which counts the entire criminal justice system as an "adversary-ogre" to be shunned or excoriated. While a "no-nonsense," non-permissive atmosphere will be apparent, comparsion and empathy can still be a virtue-as long as you know WHAT your GOALS are, and how to obtain them.

THE ROLE OF THE VETERAN'S REPRESENTATIVE-

JOB DEVELOPER

In this community, the needs of the ex-offender veteran are substantial; in sheer numbers they have accounted for 21.6% of our intake and 22.2% of our job placements. It is the younger, Viet-nam era veteran, however, who frequently needs specialized assistance. While priority in referral is given to all veterans, it is the more recently discharged individual who can be assisted most by our veteran's representative.

The younger veteran is more apt to have had other than a honorable discharge, frequently due to a record incurred in the military for drug usage or other anti-social behavior. As participants in what was felt by many to be a most unpopular war, there were no heroes' welcomes, parades-and no jobs to greet them. Hustling became a way of life for many of them-even if they had served their country honorably. For others, the easy accessibility of inexpensive drugs and other narcotics in Southeast Asia helped to numb the difficult conditions under which they fought. They came home-hooked-and all too often became embroiled in a junky's life style: stealing to maintain habits, "pushing" if they could get away with it. If they had other than honorable discharges, many could not avail themselves of the many benefits usually available.

Through the Vet's Rep, programs and potential areas of assistance are explored-in addition to the usual placement services.

The Vet's Rep is expected to be knowledgable about how discharges can be upgraded-and under what conditions. As a veteran himself, he can relate to some of the problems the clients have, and arrive at a mutually satisfactory plan of action.

Our veteran's representative has been furnished through the Veterans Administration's Veterans Educational Incentive Program (V.E.I.P.). This program is sent up to provide, on a contract basis, an opportunity for a veteran attending school on the G. I. Bill to earn extra money in a field closely related to his studies and interests. Our most recent rep has been studing criminology, with an eye toward a probation-parole career. One former participant was retired military, with a similar background.

The slot itself, is a half-time position (20 hours/week), with the hours to be arranged between the agency and participant. Time records, of course, are forwarded to the proper authority.

If your own intake of veterans is less than 10%, you probably won't need a specialist. However, you may find that a veteran in the community might like to donate some time-which would probaly be less than 20 hours per week. Your local veterans organizations may be able to make some suggestions. Remember, whenever you use a volunteer, you free additional monies to be used where it will be the most important!

JOB DEVELOPER-VETERAN'S REPRESENTATIVE

Under the supervision of the Coordinator and Assistant Coordinator uses his/her knowledge of the criminal justice system as well as E.D.D. policies and procedures to place ex-offenders, particularly veterans, on jobs and promote our program among employers.

A. Provides intake, informal counseling, and employment-related services to clients referred by all agencies serving ex-offenders.

B. Performs follow-up on clients according to PREP procedures and reports any problems to the proper agency.

C. Provides labor market information.

D. Completes EDD & ESARS documents according to standard operating procedures.

E. Contacts employers for the purpose of obtaining job openings and to promote the objectives of the PREP program.

F. Develops a file of employers who are sympathetic to hiring ex-offenders.

G. May perform "on-site" visits to resource agencies and write up reports which can be evaluated by PREP in terms of suitability for our clients' needs.

H. May attend meetings, conferences; visit jails, or Half-way houses to familiarize self with our client population, their needs, characteristics, and to help develop better understanding on how best to serve them.

I. Attends formal training in Employment interviewing techniques, assesment, placement, and other general E.D.D. subjects as directed.

J. Participates in staff meetings.

K. Performs other duties as assigned.

THE ROLE OF STAFF FROM OTHER COMMUNITY ORGANIZATIONS

PREP-EDD has also utilized the part-time services of case workers or aides from other community organizations. Since such organizations-and resultant availability of staff-vary from area to area, you will undoubtedly wish to make your own contacts according to your needs.

PREP has dealt closely with two organizations, in particular. These are: Community Return Project-North (re-entry case work services for ex-felons; an arm of Volunteers of America) and the Sheriff's Rehabilitation Program (specifically dealing with those on passes, in work furlough status, or recent release from the San Francisco County Jail). Clients have been mutual; therefore, it was only natural that staff has been assigned to provide services that enhance all of our operations.

CRP-North arranges housing, clarifies legal standing, providing transportation to and from job interviews, placement and follow-up for clients accepted in their caseload. We provide labor market information, occupational assessment, and job development. If a client interviewed at San Quentin-or other reasonably close state prison-needs assistance with matters we're not geared to provide, they are "plugged" into the CRP system, while we work on the employment angle. Just with a telephone call, one of their case workers will pick up and transport an inmate for us. While our joint efforts have continued on a daily basis, one case worker has been assigned to our office 4 to 8 hours per week. It has been a long term relationship; CRP-North is a professional and creditible organization. Staff members assigned to work directly on-site are trained in and are conversant with our procedures. They are treated like regular staff in all respects, and are provided with all the equipment and supplies with which they need to operate (e.g., desk, telephone, directories, D.O.T., forms, etc.).

The representative from the Sheriff's Department spends two half days per week, for a total of 8 hours, PREP Clients from the San Francisco County Jail system are second in number only to state parolees, although it has been estimated that there are approximately 13,000 releases per year. No one knows, for sure, how many <u>separate</u> individuals that figure represents (one of our clients, subsequently placed on a clerical job, had been in and out on <u>92</u> separate occasions during a nine-month period!), but the need for special assistance has been substantial. Clients from the City and County system have been,-overwhelmingly-economically disadvantaged, of low educational achievement, and members of minority and ethnic groups.

Prior to the time we received our state discretionary LEAA grant, we had a small, regional grant from the local Mayor's Criminal Justice Council, with the San Francisco Sheriff's Department serving as fiscal agent and sponsor. As a result, and even before funding, we had developed a relationship with that agency, in attempting to serve as many clients as possible within our limited resources. We recognized that there was a very strong need to provide pre-release services, but could find no way to send a staff member out on a regular basis. At that time, we would have had to use volunteers, and turnover would have been too high to maintain a coordinated effort. It was suggested that if the Sheriff's Department would provide and pay for a member, we would train him or her, and provide the resources and necessary backing to get the job done. The concept was bought, and thus, a "new" relationship developed. The addition of the Sheriff's Rehabilitation Aide has enabled us provide services at a higher level for a large, but relatively neglected group.

There have been other groups represented, at times, but due to their inability or reluctance to make long term committments of staff-even though only part-time-we decided it was better to stick to a known quantity, for a variety of reasons.

Here again, the same set of considerations apply, as mentioned previously, for obtaining outside professional assistance. It is an organization you believe in? Track record? Willingness and ability to share personnel? To cooperate on a team basis? Are your goals similar? CAUTION: don't attempt to obtain more staff than can be adequately supervised: BIGGER is Not Always BETTER.

The needs of your community and the type of clients to be served will dictate where-and to what organization you will want to appeal. We would strongly recommend, as a minimum, that you work with your own local county facility or probation department first. You will not only have a built-in intake, but many counties genuinely want to set up relationships with a group who can provide placement for those in work furlough programs, or whose release and subsequent success on probation or parole is contingent upon legitimate employment.

Some types of other organizations which could be considered are programs like the Urban League, Social Service Department of Salvation Army, Family Service Agency, etc. As a rule, these represent long and respected service to the community, and are generally not subject to the vagueries of year-to-year funding by grants. An organization which has a budget of $100,00.00 per year will not, ordinarily, be able to share staff.

THE USE OF VOLUNTEERS AND "PROJECT 20" STAFF

Like a number of programs, PREP-EDD, has had its share of volunteers. As a matter of fact, the program could not have existed in the past without them. Up until May of 1976, the staff was mainly a volunteer one, and was responsible for bringing PREP to the attention of the community.

Because of the confidential nature of some of the information gained about our clients-not to mention the work application, itself-it has been very important to screen volunteers and impress them with the standards of confidentially-no matter what assignment has been made. We have used volunteers as job developers, counselors, file clerks, envelope stuffers, and in just about any position that could be developed. As a matter of fact, the Assistant Project Director came aboard through this route.

What are the advantages of using volunteers, in such a program-outside of the obvious Monetary Savings? For one reason, it is often the ex-offender, him or herself who WANTS to be involved. This has obvious benefits in helping to develop rapport with clients. An ex-offender, particularly, is especially apt to assess the clients' needs, and to discuss various proposals of action at a level with which the client can identify. Of course, in this aspect, we are talking about the "job developer" volunteer: one who has specially trained for the position. Another factor to be considered is the effect a "role model" had on behavior modification. One more consideration is that in developing a relationship with a placement program, particularly, a volunteer generally develops self-confidence, an ease with employers and enough knowledge, and exposure to, of the labor market that he or she is better equipped to compete for a paying job. It is this latter that is used as a "carrot". After all, if one cannot receive a salary or stipend, there must be some incentive!

The use of Volunteers in PREP-EDD, then, is not only to provide services to the clients, but in rehabilitation and placement of the volunteer, as well. As of June 30, 1976, all trained job developer volunteers had become employed in non-subsidized, paid employment. This includes non-offender volunteers (yes: we used them, too!) as well.

There are PITFALLS in using volunteers, however, of which you should be aware:

1. More intense training and supervision is needed.

2. Schedule juggling can present problems at times. Limited hours of availability frequently cause other staff members to field calls, answer clients' questions, which can interfere with their own schedules.

3. There needs to be more reinforcement than usual to gain acceptance of professional standards and procedures.

4. Turnover: It is Atkinson's law that the more successful a volunteer is helping us to meet our goals and committments, the more likely that tenure will be limited. Other staff members are able to spot a winner, and hustle him or her off to an employer where a job is promptly offered!

Now, what are the qualities we look for in a volunteer for PREP? In addition to motivation and acceptance of the program, these are the factors we screen for:

1. Desire and willingness to work as a team, and within circumscribed limitations.

2. Potential for developing effective working relationship with a wide range of employers and community organizations

3. Ability to follow directions, procedures, and policy.

4. Ability to learn.

5. Pleasant, even-tempered, non-judgmental personality. Plenty of "cool".

6. Emotional stability.

7. Good verbal skills.

8. Neat and clean appearance.

9. Sobriety and integrity.

10. Ability to make a definite committment of time.

11. Ability to converse in a language other than English (important in a community where ethnic trends are strong).

You will notice that we have made no mention of experience, education, or other necessary background. We would rather have a "green" person right "off the streets" and train him or her OUR way, then to re-train in the acceptance and performance of our method of operations. We have utilized high school drop-outs as well as Ph.d's; the man right out of prison as well as the person with a wide background of personnel experience. We have found no positive correlation as to which one can prove to be the more effective.

If your own on-going program is successful, word of mouth will probably generate more potential volunteers than you could effectively utilize. If you are just in the process of starting up, you might consider these suggestions:

1. Start slowly; consider the use of only one or two volunteers- at least until you know what the effectiveness of your own program will be. You may need to experiment a bit, and it's easier when you have a smaller staff.

2. DON'T make promises or guarantees you can't honestly provide.

3. DO obtain a definite committment of time on a regular basis (e.g. 4 hours/day, three times a week).

4. DO consider the family and responsibilities of a potential volunteer. Can he or she AFFORD to donate free services?

5. DO treat the volunteer as a valued member of the staff. Treat him the same way you treat paid staff; don't lessen your standards or expectations of performance just because "he's only a volunteer." DO praise and encourage him/her: let the individual know you value his presence and contributions.

Good luck!

A mention should be made here of PREP's use of another kind of "volunteer": the PROJECT 20 referral who is "paying off" his/her fine through X number of hours of community service.

PROJECT 20, in San Francisco, is a court diversion project utilizing the community service concept in lieu of fines or jail. If the number of hours of service are satisfactorily completed by a certain date, the individual's case is referred back to the courts for dismissal. PREP has utilized individuals who have "owned" anywhere from 20 to 750 hours. While we have the same right to screen for potential, and while the individuals, themselves, may make a choice as to which participating organization they will devote their "time", it is obvious that the level of motivation is not going to be at the same level of the purely voluntarily participating individual-generally speaking.

However, we've had cases where the person has completed a committment, stayed on to volunteer services in an extremely competent fashion, and then was able to obtain employment with staff assistance.

There is no doubt about the logistics factor in utilizing short-termers. Unless the hours of committment are extended over a long period of time-and there is the same level of potential we look for in our regular volunteer applicants-it is better to find simple duties for them to handle: ones which do not require heavy orientation, training, or sustained continuity. In terms of supervision, a "revolving door" can be costly! You haven't lived until you have had a dozen PROJECT 20 participants descend on you during the holiday season (generally, over-enthusiam and celebration with "90 proof Old Tennis Shoes," while driving, nailed them)!

If you have a similar court diversion project in your area, you may or may not wish to become involved as a user agency. If you do, bear in mind you are the one providing the real community service; if you have to "make-up" busy work for them to do, it is better to avoid the whole schtick.

One other area of volunteers should be discussed: those "professional volunteers" obained from a call to your local, friendly Volunteer Bureau. Now, you must understand that I'm not going to knock these many fine people who give unstintingly of their time and efforts. There are thousands of programs and services throughout the country that could not exist without the help of THE volunteer-or else they would become so expensive that taxpayers, consumers, and charities alike would drown in the long digits of deficit spending. Indeed, America's voluntarism, for generations, has reached a level unsurpassed by other countries. So, what's the problem? Mainly it is because the attitudes in WANTING to volunteer tend to be so different: "I just want to keep busy; I have nothing else to do;" "I'm looking for ways to bolster my own self-worth, or ego-growth "(usually non-verbalized." "Oh, I just want to HELP PEOPLE;"Oh, that POOR person has had such an unhappy life-we simply MUST help him" (over-identification); "Well, yes, I CAN give a FEW hours a week, but of course I AM involved with my bridge club, and I may not be available from time to time because of ..." (add your own nouns: there may be a problem of committment, here); or, "you mean I'll ACTUALLY be working with EX-CONVICTS? Will it be SAFE?" Well, you get the message.

One word of caution: don't take our generalities or experiences to mean that EVERY person is going to react in exactly the SAME manner. After all, the whole field of differential psychology teaches us that an individual is a complex mixture of genetics and ENVIRONMENT. ENVIRONMENT: the sum total of stimuli received from the moment of conception to the point of death.

At any rate, DO make contact with your local volunteer bureau. They frequently offer courses at little or no cost that could be beneficial to the development of your staff. Also, if your project director or supervisors have the opportunity, a course in Volunteer Management is definitely a very definite plus. San Francisco has such a program given through the San Francisco Community College District and sponsored by the Volunteer Bureau. This writer participated in it, and highly recommends it (see section on Training and Staff Standards).

In closing, volunteers can be a tremendous asset to an ex-offender placement program. As long as they can be properly trained, supervised, and utilized, they will more than prove their merit. Watch out for the pitfalls, and don't bite off more than you can chew.

N.B.: PREP-EDD has maintained, in accordance with federal and state laws and EDD policy, non-discrimination regarding race, color, creed, national ancestry, or origin, sex, age, and handicap. This policy pertains to all staff, volunteer or not, and to the clients served- except where required by law.

APPENDIX

Randomly Selected Statistical Tables

And Other Data

CHARACTERISTICS of ACTIVE FILE

JUNE, 1976

N= 749

81.2%	Economically Disadvantaged
25.2%	Veteran
93.7%	Male
6.3%	Female

ETHNIC BREAKDOWN:

39.4%	White (Caucasian)
43.4%	Black
14.3%	Latino
.5%	American Indian
.4%	Asian
.8%	Filipino
1.2%	Other (inc. Samoans, East Indians etc.)

HANDICAPPED: 11.2%

UNEMPLOYMENT INSURANCE RECIPIENT: .4%

WELFARE RECIPIENT: 7.6%

AGE:

Under 22	22-44	45 & Over
13.9%	79.4%	6.7%

HIGHEST EDUCATIONAL LEVEL ACHIEVED:

Less Than 8 Years	8-11 Years	H. S. Grad. or G.E.D.	Some College	College Grad. +
.8%	38.6%	45.7%	14.8%	1.1%

STATUS AT FIRST CONTACT:

Adult Parole (California)	41.1%
Adult Probation (County)	27.1%
Youth Parole-Probation	3.5%
Federal Probation-Parole	1.6% (figure later to become 11%)
Inmate	1.2%
Out-of-State Record	8.4%
Past Record, But Not Currently on Probation or Parole	17.1%

FOLLOW-UP RESULTS OF MOST RECENT SURVEY*

MAY-JUNE, 1977

N = 241

Located work other than thru PREP-EDD, and still working	8.3% (20)
Moved from Jurisdiction (took job outside area, out-of-area training, etc.)	1.2% (3)
Deceased	.4% (1)
Currently in school or training classes	.4% (1)
Re-incarcerated	2.1% (5)
Unable to work (illness, incapacitation)	.8% (2)
Reasons Other Than Above (working, but still available for more services, and completing probation-parole satisfactorily, in-between jobs, temporary lay-offs, etc.	41.1% (99)
Unable to locate (no forwarding address)	45.6% (110)

* Does not include those placed through PREP-EDD and known to be still working.

PREP-EDD ACCOMPLISHMENT STATISTICS

1-1-76 through 6-30-77*

New Intake (complete applications)	2,303
# of Interviews Held In Office	8,303
Job Development Attempts	5,424
Job Placements	978
Formal Referrals to Supportive Services	307
Formal Employer Visits	55

During the life of the Grant, 81.9% of the placements made were for economically disadvantaged, 22.2% were for veterans, 67.0% for minorities. An average of 90% of the placements (R = 77.4% to 97.5%) were permanent.** Salaries ranged from $2.50 an hour to $25,000 per year, with the majority of jobs in the 4.50 to $5.50 an hour range.

Our placement goal for the 14 months of the State Grant was 560; we accomplished 779, or slightly better than a 28% increase over our goals.

* State Grant in effect only from 5-1-76.

** Permanent: Expected to last six (6) months or more; or of unknown tenure

Limited Term: Four (4) days to six (6) months.

Temporary: Three (3) days or less.

EXAMPLES OF PLACEMENTS MADE

Sewing Machine Operators (garment industry)

Design Cutters

Upholsterers

Leather Workers

Jewelry Designers, Makers and Repairmen

Tool and Die Makers

Glaziers

Journeymen Machinists

Precision Equipment Designers

Machine Operators (milling, lathe, screw, etc.)

Welders (combination, Arc. etc.)

Production workers

Bakers

Kitchen helpers

Dishwashers

Short Order Cooks

Janitors and porters

Chefs and dinner cooks

Office machine repair & servicing

EXAMPLES OF PLACEMENT MADE (continued)

Warehousemen & Material Handlers

Platers

Mill & Cabinet Workers

Furniture & Antique Refinishers

Roofers

Refrigeration Mechanic

Carpenters (Journeymen & Rough)

Painters & Decorators (Journeymen, Apprentice & Helpers)

Maintenance Mechanics " " "

Plumbers " " "

Auto Mechanics " " "

Body & Fender Repair " " "

Pipefitters

Candle-Makers

Draftsmen (Civil, Architectural, Industrial Design)

Waiters, Waitresses

Engeneering Aides

Cashiers

Telephone Operators and Solicitors

General Office Clerks

Auto Washers

Service Station Attendants

EXAMPLES OF PLACEMENT MADE (continued)

Room Cleaners

Hotel Clerks

Reservation Clerks

Ticket Agents

Security Guards

Nursery School Attendants

Accounting Clerks

Clerk-Typist

Bookkeepers and Accountants

Programmers and Systems Analysis

Computer Operators

Personnel Workers

Key Punch Operators

Miscellaneous Business Machine Operators

Printers and Lithographers

Locksmiths

Shoe Makers and Repairmen

Meter Readers, Linemen and Other Utility Workers

Heavy Equipment Operators

Miscellaneous Construction Workers

Retail Sales Persons (Hardware, Jewelry, Ready-to-Wear, Antiques, Paint, Books, Art Goods, etc.)

Delivery Drivers

EXAMPLES OF PLACEMENT MADE (continued)

Radio, T. V., Appliance Repairmen

Bus, Cab & Truck Drivers

Laundry and Dry Cleaning Workers

Licensed Vocational Nurses

Orderlies

X-Ray Technicians

Executive Secretaries

Lab Assistants

Dental Technicians

Medical Technologists

Graphic Artists

Muralist and Portrait Sketcher

Boxer

Landscape Gardeners

Outside Sales (Wholesale Accounts)

Group Workers

Employment Counselors

Recreation Leaders

Youth Counselors

Drug Counselors

Security Guards

EXAMPLES OF WELL-KNOWN EMPLOYERS WHO HAVE HIRED PREP-EDD CLIENTS

BANKING

Bank of America
Wells Fargo Bank
California Canadian Bank
Security Pacific Bank
Lloyd's Bank of California
United California Bank

INSURANCE

American Insurance Company
Home Insurance Company
California State Auto Mobile Assoc.
Travelers' Insurance Company
Metropolitan Life Insurance

HOTELS-MOTELS

Sheraton-Palace Hotel
Hilton Hotel
Jack Tar Hotel
Fairmont Hotel
Sir Francis Drake Hotel
Lankershim Hotel
Travelodge
Caravan Lodge

EATING PLACES

McDonald's
Jack-In-The-Box
H. Salt, Esq., Fish 'n Chips
Round Table Pizza
Red Boy Pizza
Manning's
Zim's
Phil Lehr's Steakery

GARMENT INDUSTRY

White Stag Manufacturing Co.
Levi-Strauss
Koret of California
Tami Sportswear
School Sweaters of California, Inc.
Brown Family Sportswear

HOSPITALS

Children's Hospital
St. Luke's Hospital
Mt. Zion Hospital
University of California Hospital
Garden-Sullivan Hospital

EXAMPLES OF WELL-KNOWN EMPLOYERS WHO HAVE HIRED PREP-EDD CLIENTS {continued}

FOOD DISTRIBUTORS OR MANUFACTURERS

O'Brien, Spotorno & Mitchell

Kraft Foods

Kilpatrick's

Del Monte Corp.

TRANSPORTATION

Yellow Cab Company

Grace Lines

Pacific Far East Lines

U. S. Lines

American Air Lines

UTILITIES AND RELATED

Pacific Telephone Co.

Pacific Gas & Electric Co.

Western Electric Co.

BUSINESS SERVICES

American Building Maintenance Co.

National Linen Service

Employer's Overload

Staff Builders

RETAIL SALES

Macy's

The Emporium

Grand Auto Stores

I. Magnin & Co.

JEFCO

Radio Shack

C. J. Hendry Co.,

Gump's

Shreve's

The Akron

SHIPBUILDING, STEEL, CONSTRUCTION

Todd Shipyard

Triple A Machine Shop

Bethlehem Steel

Bechtel Corporation

EXAMPLES OF WELL-KNOWN EMPLOYERS WHO HAVE HIRED PREP-EDD CLIENTS {continued}

NON-PUBLIC CLUBS

Fort Mason Officer's Club

St. Francis Yacht Club

MISCELLANEOUS CORPORATIONS

Proctor and Gamble

Product Development Corp.

Standard Oil Co.

Union Carbide

National Business Factors

Liquid Air, Inc.

Sylvania Lighting Co.

Safeway Stores, Inc.

NON-PROFIT ORGANIZATIONS

Planned Parenthood

Y M C A

Goodwill Industries

Salvation Army

SCHOOLS

Lone Mountain College

Laney College

GOVERNMENT INSTITUTIONS

Veteran's Administration

U. S. Mint

State of California

City of San Francisco

City of Seattle

A partial list of organizations or agencies with which PREP-EDD has dealt:

Adult Literacy Center

Advocates for Women

Affirmative Action Program

Aid to Retarded Children and Adults

Alcoholic Anonymous

Alcoholism Rehabilitation Ser., Inc.

Allied Fellowship Service

American Civil Liberties Union

American Friends Service Committee

American Indian Center

Apprenticeship Opportunities Foundation

Arriba Juntos Center

Asia Foundation

Aquarius House

Austin MacCormick Center

Baker Places, Inc.

Bay Area Urban League

California Homemaker Association

California League for the Handicapped

California Rural Legal Assistance

California, State of
Department of
Corrections
Employment Development
Industrial Relations
Motor Vehicles
Rehabilitation
Youth Authority
Division of
Paroles
Apprenticeship
Canon Kip Community Center
Careers for Women
Catholic Social Services
Center for Independent Living
Center for Special Problems
Centro de Cambio
Centro Latino
Community Return Project-North
Consumer Action of San Francico
Coordinated Release Services Center

Development Disability Council

Disabled Employees Rehabilitation Workshop

E O C

Easter Seal Society of San Francisco

Employment Law Center

Equal Rights Advocates

Florence Crittenden Service

Fort Heep

Forum Project West

Friends Outside

Friendship House

Garden Sullivan Rehabilitation Center

Glide Memorial Church

Golden Gate University

Goodwill Industries

Haight Ashbury Free Medical Clinic

Haight Switchboard

Harbor Lights Center

Heald Business College

Hearing Society for Bay Area

Helping Hands Gay Community

Henry Ohloff House

Holy Order of Man's

Home Care Services

Homemakers Upjohn

Horizons Unlimited

Hospitality House

Huckleberry House

International Institute of San Francisco

JADA

Japanese American Citizen League

Jewish Family Service Agency

Join Hands

KCBS Radio

KNAI-FM Radio

KNBR Radio

KNBC Radio

La Raza Information Center

Lougley Porter Neuro-psychiatric Institute

Legal Aid Society of San Francisco

M-2 Sponsors

Martin de Porres House

Mission Coalition Organization

Mission Community Legal Defense Firm, Inc.

Mission Neighborhood Health Center

Mission Hiring Hall

Mission Possible

Mission Rebels in Action, Inc.

N A A C P-San Francisco Branch

National Alliance of Businessmen

National Council on Aging

National Council on Alcoholism

Native American Health Center

Night Ministry

Northern California Service League

Open Road

Outreach

Own Recognizance Bail Project

Phoenix Corporation

Planned Parenthood

Prisoners Union

Purple Heart Salvage Bureau

Quest House

Raphael House

Real Alternative Program

Reality House West

St. Anthony Dining Room

St. Benedict the Moor Center

St. Luke's Hospital

St. Patrick's Family Center

St. Vincent de Paul Society

Salvation Army

- Correctional Services
- Detax Center
- Social Services
- Thrift Shop

San Francisco, City and County

- Adult Probation Department
- Bail Office
- Board of Supervisors
- Civil Service Commission
- City College of San Francisco
- Department of Public Health
  - Drug Treatment Program
  - Methadone Treatment

Department of Social Services
AFDC
Adult Income Maintenance
Food Stamp Program
Medi-Cal
District Attorney's Office
Hall of Justice
Human Rights Commission
Jails
Juvenile Probation Department
Mayor's Office of Employment and Training
Municipal Court
Park and Recreation Department
Parole Board
Police Department
Public Defender
Sheriff's Department
Unified School District
Work Furlough Program
Workout Program
San Francisco Adult Learning Center
San Francisco Bar Association

San Francisco Chamber of Commerce

San Francisco Community Rehabilitation Workshop

San Francisco Council of Churches

San Francisco Heart Association

San Francisco Housing Authority

San Francisco State University Upward Bound Program

San Francisco Suicide Prevention, Inc.

Seven Step Foundation

Society for Individual Rights

Swords to Ploughshares

Travelers Aid Society

United Cerebral Palsy Association

United Prisoners Union

United States Government

H E W

Medicare

Social Security

Supplemental Security Income

Justice

Bureau of Prisoners

Half Way House

Immigration and Naturalization

Probation Office

Equal Employment Opportunity Commission

Labor

Veterans Administration

United Way of Bay Area

University of California Medical Center

Voice of America

Walden House

Westside Community Mental Health Services

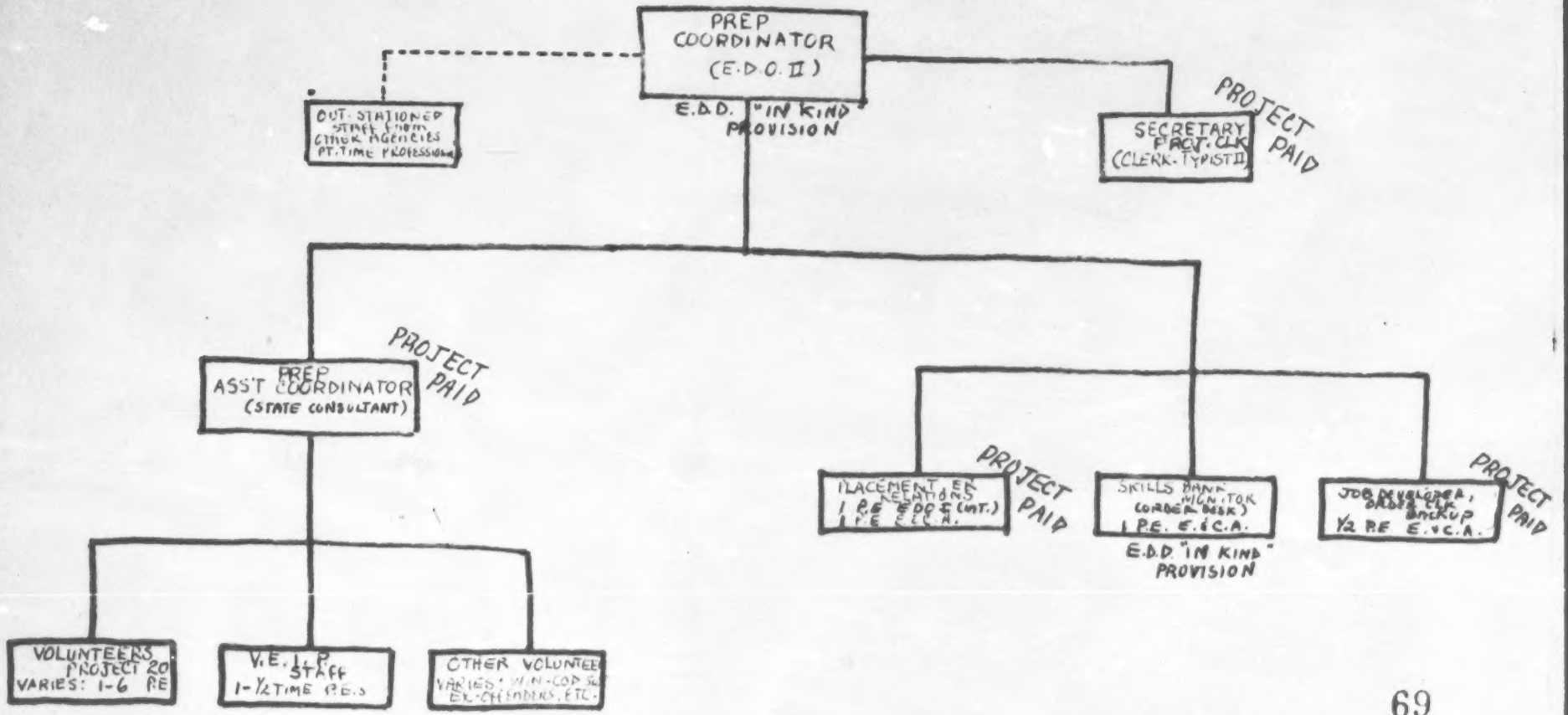
Youth for Service

xx

PRE-RELEASE AND PAROLE EMPLOYMENT PROJECT

PROPOSED ORGANIZATION CHART

DECEMBER 1975


PREP COORDINATOR (E.D.O. II)
E.D.D. "IN KIND" PROVISION
OUT-STATIONED STAFF FROM OTHER AGENCIES PT. TIME PROFESSIONAL
SECRETARY PROJ. CLK (CLERK-TYPIST II)
PROJECT PAID
PREP ASST COORDINATOR (STATE CONSULTANT)
PROJECT PAID
PLACEMENT & RELATIONS
1 P.E. E.D.D. (INT.)
1 P.E. E.C.A.
PROJECT PAID
SKILLS BANK MONITOR (ORDER DESK)
1 P.E. E.C.A.
E.D.D. "IN KIND" PROVISION
JOB DEVELOPER, BACK-UP
½ P.E. E.C.A.
PROJECT PAID
VOLUNTEERS PROJECT 20 VARIES: 1-6 P.E.
V.E.I.P. STAFF 1-½ TIME P.E.'S
OTHER VOLUNTEER VARIES: MEN-COD'S EX-OFFENDERS, ETC.

SAMPLE DUTY STATEMENT FOR ASSISTANT COORDINATOR

SUMMARY:

Under the direction of the PREP Coordinator, serves as a working supervisor and administrative assistant. Utilizes specific knowledge and understanding of criminal justice systems and the problems of the ex-offender.

1. Reviews staff activities reports, assists in staff training and development.
2. Assists coordinator in selection of staff.
3. Supervises all volunteer components on a day-to-day basis to ensure all reporting requirements are met.
4. Assign duties to staff, maintaining functional supervision of placement and job development activities.
5. In absence of Coordinator, answers correspondence, inquires, does planning and coordinating.
6. Interviews clients for employment and vocational planning; serves as the project specialist for hard-core cases.
7. Follows up on staff job development attempts to confirm placements.
8. Attends special meetings or serves as a liaison between various community organizations, along with coordinator. May attend and meet with outside agency personnel as an alternate to coordinator.
9. Plans, sets up, and functionally supervises the concept of the skills bank.
10. Serves as administrative assistant to coordinator.
11. May provide pre-release services in penal institution.
12. Performs other duties as assigned.

SAMPLE DUTY STATEMENT FOR SKILLS BANK MONITOR

(JOB ORDER CLERK)

SUMMARY:

Works under the day-to-day guidance of the Assistant Coordinator and over-all supervision of the PREP Coordinator. Is responsible for upkeep of all new job orders received over teletype: serves as Project Order Clerk as well as Skills Bank Monitor for West Bay Offender Placement Committee. Also serves as Alternate Employment Interviewer and Job Developer.

1. Sets up and maintains PREP Skills Bank under direction of supervisor.

2. Answers incoming calls from employers, unions, or other sources relating to job information. Is responsible for "Employer Hot Line" telephone.

3. Matches open orders with clients on file. Performs file search, calls in clients and sets up appointments for them with job counselors.

4. Relays information on job openings to assistant coordinator who will evaluate clients' work applications for possible referral. Relays information on rush orders, or orders for which we have many qualified clients, immediately to assistant, in order that he can alert staff.

5. Solicits job openings from employers by telephone and familiarizes them with the PREP program and its objectives.

6. Contacts members of Offender Placement Committee if the Project cannot fill a job opening, in order that they might refer the clients of their own organization to us for consideration of referral.

7. Establishes close-working relationship with personnel of other ex-offender serving agencies, particularly those joined to form the Ex-Offender Placement Committee. Requests feed back on job openings they have been unable to fill.

8. Maintains the teletype job order file, posting changes in job specifications and status of orders, editing referral and action record forms, verifying accuracy of all items including job order number and adherence to veteran's hold. Pulls and separates job orders not later than a maximum of 15 minutes after transmission.

9. Places new orders, after separation, to "today's orders" board. Files prior day's orders, refiles others, in proper order boxes by D. O. T. code and sequence. Closes out and sends to Coordinator all closed orders which have involved PREP activity.

10. Becomes familiar with general employment service operations as well as those of PREP.

11. Receives training to become a PREP job counselor, and serves as a back-up when needed for intake and placement services.

12. May serve as an assistant in technical services work, or as the alternate Petty Cash Loan Fund Custodian.

13. Attends staff, training or other meetins as directed.

14. Performs other duties as assigned.

SAMPLE DUTY STATEMENT FOR A JOB DEVELOPER

SUMMARY:

Under the day-to-day guidance of the Assistant Coordinator and overall supervision of the PREP Coordinator, serves as job developer/counselor, providing intake, assessment, placement, job development, labor market information for the ex-offender. Cooperates with other community agencies and the business community to enhance they employment potential of ex-offenders.

1. Provides intake services, assessment, and completion of work application, DE 2451 and all related ESARS documents.

2. Provides "survival counseling", labor market information. Determine feasibility of services, helps the client to establish an employment plan, and to consider alternatives. Helps client put plan into effect, and refers to supportive services as needed.

3. Contacts employers, both by phone and in person, for the purposes of job development and placement of ex-offenders, and in educating the employer regarding the purpose and goals of the program.

4. Makes referrals to jobs relayed to local office by teletype from the Central Order Taking Office, observing veteran's referral priorities and job specifications. Reports referrals on ESARS according to current operating procedures, goal is 20 placements per month if no additional assignment; 10 if serves as a specialist, crew leader, or performs other special services. These figures are based on a 40 hour work week and are also adjusted to the total hours worked.

5. Provide regular follow-up on clients for up to six months. May contact employer, probation/parole officer in addition to client.

6. Maintains adequate and up-to-date records of job activities and follow-ups. Uses a "daily activity sheet' to record all transactions. Turns it in to supervisor at the end of the month on the last working day.

7. Develops a working liaison with other community agencies and organizations; keeps abreast of services and resources offered in order to meet the needs of ex-offenders.

8. Contacts probation or parole officers when client has been placed, to obtain availability or other job-related information, and to discuss any problems encountered.

9. Acquaints employers, clients, and community organization with the Bonding Program.

10. Performs file search on selected job openings, observing employer requirements and referral instructions.

11. Attends staff, training and other meetings as directed. Submits written reports on any off-site visit, meeting, or conference.

12. Works closely and cooperates with Skills Bank Monitor (Order Clerk).

13. Performs other duties as assigned; may be designated as Women's Specialist, Employer Account Responsibility Person, etc.

SAMPLE DUTY STATEMENT FOR PROJECT CLERK

SUMMARY:

Works under guidance and supervision of PREP Coordinator or Assistant as the Unit Clerk and Secretary. Performs typing, business machine operation, filing, and all other miscellaneous clerical duties required by the Project. Also serves as Petty Cash Loan Fund Custodian, and maintains time records and correspondence relating to Project 20 staff and other volunteers.

1. Provides general clerical support duties including typing, filing, operating office equipment, answering and screening telephone calls.

2. Types fiscal, statistical, narrative, and all other required reports from rough draft or short-hand notes. Types correspondence and memos, assuring that all finished typing to be sent of the office is properly edited and corrected in a neat and business like fashion.

3. Helps maintain active and inactive client files; instructs other staff members on use.

4. Writes up job orders from rough draft on correct ESARS forms, assuring that all information including correct zip codes and SIC Codes are properly entered.

5. Maintains time logs of Project 20, V. E. I. P. staff, insuring that logs are mailed to the Court or Veterans Administration on a timely basis. Also maintains time reporting logs of other volunteers.

6. Types position or duty statements, performance reports, and other personnel matters from Project Coordinator or Assistant. Maintains personnel files.

7. Serves as Custodian of PREP Petty Cash Loan Fund, following instructions of EDD Standard Reference, Operations Manual, Volume #2, Process #504. Maintains responsibility of disbursing cash at direction of Project Coordinator or Assistant. Reconciles fund each week. Makes line item entries on log (DE 6277), being certain to obtain client's signature and reason for disbursement. Decides when fund is low enough to request reimbursement. Cashes revolving fund checks at bank and places money in a locked strong box. Insures that cash box is locked at all times in a secure place. Carrys key to strong box on person.

SAMPLE DUTY STATEMENT FOR PROJECT CLERK (continued)

8. May perform follow-up on clients. Documents results, turns over files to Project Coordinator for further action.

9. Attends staff, training, and other meetings as directed.

10. Performs other clerical duties as assigned.